



Department of Public Works and Transportation

How To Get What You Need at DPWT!

Handbook on the Process for

Transportation and Public Works Projects



Photo by Tom Pogue



Department of Public Works and Transportation

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Handbook on the Process for Transportation and Public Works Projects

www.montgomerycountymd.gov/dpwt

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Chapter

1

Purpose of this Handbook

To assist the Staffs of Regional Service Centers and citizen leaders in understanding the process for getting work budgeted and accomplished in the Department of Public Works and Transportation.

All too often citizens and County staffs who have the responsibility to help residents are not familiar with the details of the process for getting work done, become frustrated, and resort to “squeaky wheel” techniques for making their needs known. This handbook has been developed to help Regional Service Center staffs and citizen leaders become more effective in translating resident wants and needs into specific projects and actions that get implemented in a timely fashion.

Contents

This handbook is our first attempt at taking the mystery out of the “system,” enabling residents to play a more effective role in the planning of projects. It will change, and we welcome your comments and suggestions. The following chapters explain the various types of work accomplished — how it is budgeted, planned, and executed. Timing is very important for most Capital projects because many of the steps cannot be avoided.



Chapter

2

Types of DPWT Projects

For simplicity, projects are generally categorized as Capital, Operating, or “Level of Effort” (Umbrella)

Capital projects normally deal with building “new” things such as new roads, new sidewalks, new libraries, etc. or their major renovation. They generally involve investments that are expected to remain in service for 20 years or more.

Operating projects normally deal with the functioning of existing infrastructure, such as patching roads, repairing sidewalks, trimming trees, replacing traffic signal lights, etc.

Level of Effort (Umbrella) projects normally are recurring (such as sign replacement, road repaving) and may either be capital or operating.



Chapter

3

The Budget Process

The budget process integrates the County Executive's priorities with Departmental needs and the County Council's judgment into an executable program for the residents of the County.

For all intents and purpose, the budget process is always in progress. Departments are either planning their future budgets, building a current budget, or executing the last approved budget.

The Budget Cycle

Chart 1 very simplistically depicts the annual budget cycle. It is especially important to understand the cycle for capital projects. Virtually all capital projects go through a facility planning process that provides the County Executive and County Council sufficient data upon which to make resource allocation decisions. No capital project is approved for final design and construction that has not completed the facility planning process.

The facility planning process can take as little as a year or as much as several years to complete depending on the complexity of the project. New projects for facility planning are considered in early June of each year. Therefore, to impact the facility planning program, Regional Directors must provide their planning priorities for capital projects by the end of June of each year. DPWT will invite the Directors to its facility planning discussion meeting usually held in July or August. This meeting is attended by representatives from various divisions in the department, from Council, and from the Planning Commission.

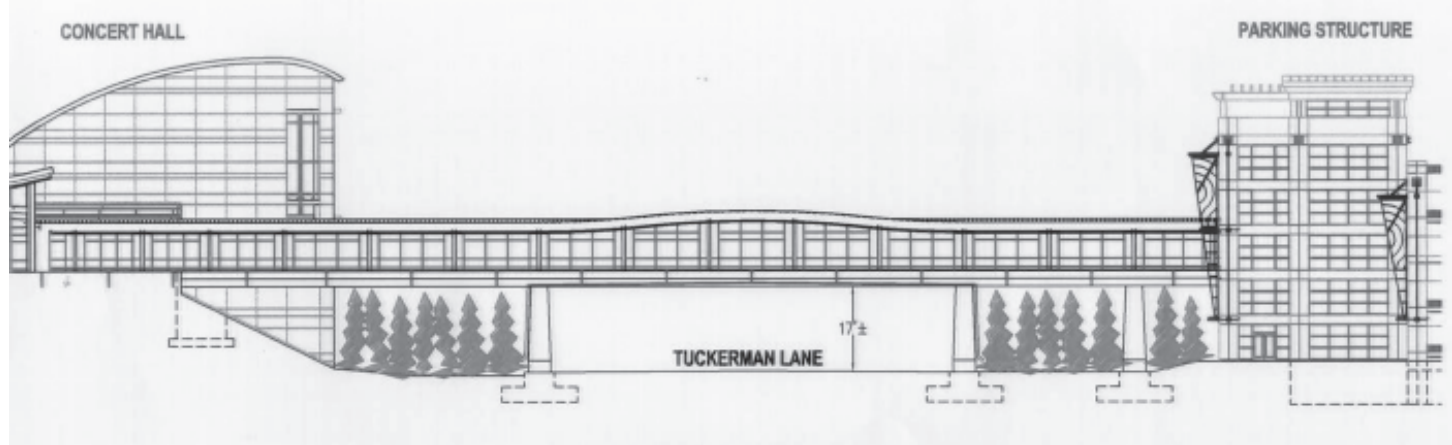


Operating and “Umbrella” Projects

Operating and “Umbrella” projects are, for the most part, budgeted using a “level of effort,” e.g., if you repaint road center lines every x years and it costs \$y to paint per mile, then there is an annual “level of effort” requirement of \$z to accomplish the mission. Occasionally, special, limited duration projects will arise that will appear to be “level of effort” projects because they do last over several years.

Chart 1: The Annual Budget Process

DPWT	Defend Operating Budget w/OMB	Defend Operating Budget w/CE	Defend Capital Budget w/Council	Defend Operating Budget w/Council	Brief Regional Directors on Budget Results	Ask Regional Directors & Departments for Priorities	Build New FY Capital Budget	Build New FY Capital Budget	Build New FY Capital & Operating Budget	Build New FY Operating Budget	Build New FY Operating Budget	Submit Operating Budget to OMB
						Begin Budget Planning Process	Prepare New Project PDF's & Update Existing PDF's	Prepare New Project PDF's & Update Existing PDF's	Submit Capital Budget to OMB	Defend Proposed Capital Budget w/OMB	Defend Proposed Capital Budget w/OMB	Defend Proposed Capital Budget w/Executive
OMB	Analyze Budget Submission & Conduct Department Hearings	Defend Proposed Operating Budget w/CE					Provide Guidance for New Budget	Provides Budget Details w/Targets and Dates	Analyzes Budget Submission & Conducts Department Hearings	Analyze Budget Submission & Conducts Department Hearings	Analyze Budget Submission & Conducts Department Hearings	Defend Proposed Capital Budget w/Education
Executive	Submit Capital Budget to Council		Submit Operating Budget to Council									
Council		Hold Budget Hearings	Hold Budget Hearings	Hold Budget Hearings	Approve New FY Budget							
	January	February	March	April	May	June	July	August	September	October	November	December



Chapter

4

Capital Projects

The County Charter provides for a biennial Capital Improvements Program (CIP). The biennial CIP permits the development of a six-year program only in even-numbered years, like 2004. In the odd-numbered years, like 2005, the County Executive recommends and the County Council approves only a limited number of CIP amendments. In every year, the development of a Capital Budget for all agencies is required.

Beverley Swaim-Staley, Director, OMB, in Approved FY04 Operating and Capital Budgets, July 2003, Volume 1.

Capital Projects consist of long term investments — elements of the County's infrastructure expected to last 20 years or more. The Capital Budget provides the spending authority County agencies need to implement projects. The amendment to the Charter which created the Biennial CIP does not affect the requirement for the Council to approve an annual Capital Budget.

The Capital Budget for each agency has been constructed to include appropriation or spending authority for all projects which require it for a given fiscal year, and, in some cases, beyond. Ongoing projects which are not recommended for amendment will appear only on these lists, and only to the extent that they require appropriation or spending authority for currently approved capital investment expenditures. New projects, and ongoing projects which are recommended for amendment, will appear on this list to the extent that they require appropriation or spending authority for current fiscal year expenditures. (Source: OMB website).



Project Characteristics and Categories

The following are the types of capital projects that DPWT handles. Under each type is the typical timeframe you can expect for a project to take from identification of need to ribbon cutting. These timeframes are average, however. A specific project, with its unique characteristics, may involve a more prolonged planning period. For example, while we show the average timeframe for a road project to be 6-12 years, the Inter County Connector has been in County Master Plans for more than 40.

ROAD IMPROVEMENT TIMEFRAME

- ✓ 6-12 years

NEW SIDEWALK CONSTRUCTION TIMEFRAME

- ✓ 3-4 years for a stand-alone sidewalk project. This includes time for design engineering.
- ✓ 1-3 years for sidewalks constructed under the ongoing sidewalk program.

NEW BIKE TRAIL CONSTRUCTION TIMEFRAME

- ✓ 2-4 years for short (less than a mile) connector trails. 4-7 years for longer, shared use trails. These longer shared use paths require full design engineering.

NEW BUS PURCHASE

(may actually be funded through the Operating Budget)

- ✓ 1.5-2 years

PUBLIC BUILDING IMPROVEMENT OR CONSTRUCTION TIMEFRAME

- ✓ 6-7 years, including planning aspects

Project Steps by Category - Overview

The following lists the general steps for moving a project through the CIP process. More specific steps are listed below by particular type of project. At the end of this chapter see a detailed discussion of the process entitled “Transportation Project Life Cycle.”

Tip! for any project

There are certain points within the above process when the public has opportunities for comment and input. Those steps are highlighted in bold text.

Staff develops Master Plan revisions

- ✓ **Public reviews Master Plan revisions**
Council approves Master Plan
- ✓ **Facility Planning Program Development (May-Jul)**
Executive selects projects (Oct-Jan 15)
Facility Planning
Develop 35% Detailed Design (for transportation projects)
- ✓ **Council approves CIP (Jan-Jun 1)**
- ✓ **Public Hearing for the project, requested by DPWT**
Complete Detailed Design Construction



Tip! for any project

Your efforts to support a project will be more effective if they are started when DPWT is **creating** the CIP, in the summer, rather than when the CE and OMB are reviewing the **already created** CIP, in the fall.

- ✓ **By early August of a CIP budget year, send a letter listing your top priority projects to the Director of DPWT.** See the Contacts section for address information. The earlier you submit your ideas the better — some sections of DPWT start work on their CIP programs in early summer. Timely submittals of new project ideas allow them time to perform costs estimates and evaluations.

STEPS IN ROAD IMPROVEMENT PROCESS

- ✓ Identified in Master Plan;
- ✓ Placed in Facility Planning;
- ✓ 35% design work;
- ✓ Executive & Council insertion into CIP;
- ✓ Public Hearing for the project, requested by DPWT;
- ✓ Final Design;
- ✓ Property acquisition;
- ✓ Begin construction

Tip! for roads

Roads have “quick take” property acquisition.

Quick-Take Provision for Roads

The State Constitution allows for quick-take of real property needed for public road improvements. This occurs when the County and a property owner are unable to reach an agreement on compensation for land acquisitions. The acquisition can be for either a fee simple interest or the acquisition of easements. It can only be utilized in instances where no improvements are being acquired. In such an impasse the County needs to have an appraisal prepared by a licensed Maryland appraiser. The County Council must authorize the use of quick-take. Upon approval by the County Council the amount of the appraisal is posted in Court. The property owner can withdraw the money from Court without prejudicing their rights to negotiate a settlement or ultimately having the amount of compensation determined by a jury trial.

- ✓ It takes a minimum of about 9 months from when negotiations start until the County can expect to be able to complete quick-take actions and able to have access to land involved.
- ✓ Quick-take action allows negotiations to continue while at the same time the construction of the project can start.

STEPS IN NEW SIDEWALK CONSTRUCTION PROCESS

- ✓ Identified in Master Plan;
- ✓ Placed in Facility Planning;
- ✓ 35% design work;
- ✓ Executive & Council insertion into CIP;
- ✓ Final Design;
- ✓ Public Hearing for the project, requested by DPWT;



- ✓ Property acquisition;
- ✓ Begin construction

Umbrella Sidewalk Program

- ✓ DPWT receives written requests for sidewalk construction (Note: sidewalk request forms may be obtained on-line at www.montgomerycountymd.gov);
- ✓ A site evaluation is performed to determine public need and construction feasibility;
- ✓ Feedback forms mailed to adjacent property owners;
- ✓ Final decision made

Tip! for sidewalks

Not all sidewalks are created equal!

- ✓ DPWT places highest priority on sidewalk proposals that
 - 1) Provide access to a school
 - 2) Enjoy broad community support and are not hindered by organized opponents or property acquisition issues

Tip! for sidewalks

A sidewalk can be controversial, just like a road!

- ✓ It may need more than simply a letter of support from the Citizens Advisory Board. To bolster your proposal, consider:
 - 1) Working through a civic/homeowners association to gain community support for the requested sidewalk.
 - 2) Solicit letters of support from organization such as schools, churches, PTA's . . . etc.

Tip! for sidewalks

Roads sometimes use "quick take" property acquisition; sidewalks rarely do.

- ✓ All sidewalks construction must take place in dedicated public right of way. In cases where there is insufficient public right of way, DPWT may offer to purchase the necessary right of way or easement. The property owner can be required to sell or grant portions of his property for the purpose of sidewalk construction. but the process is expensive and lengthy. Thus far DPWT has not chosen to utilize this option.

STEPS IN BIKE TRAIL CONSTRUCTION PROCESS

Bike trails vary in complexity. For most projects, the process to construct is quite simple. DPWT staff develop a proposed route along public right-of-way, research property records to confirm publicly owned land, and then construct the bike trail. In some cases, however, a bike trail is planned that is major in length and complexity. In that situation, the following steps may be needed.

- ✓ Identified in Master Plan;
- ✓ Placed in Facility Planning;



- ✓ 35% design work;
- ✓ Executive & Council insertion into CIP;
- ✓ Final Design;
- ✓ Property acquisition;
- ✓ Begin construction

STEPS IN BRIDGE IMPROVEMENT PROCESS

- ✓ Identified in Master Plan;
- ✓ Placed in Facility Planning;
- ✓ 35% design work;
- ✓ Executive & Council insertion into CIP;
- ✓ Final Design;
- ✓ Property acquisition;
- ✓ Begin construction

STEPS IN PARKING LOT OR GARAGE CONSTRUCTION PROCESS

- ✓ Identified in Master Plan;
- ✓ Placed in Facility Planning;
- ✓ 35% design work;
- ✓ Executive & Council insertion into CIP;
- ✓ Final Design;
- ✓ Property acquisition;
- ✓ Begin construction

STEPS IN PUBLIC BUILDING IMPROVEMENT OR CONSTRUCTION PROCESS

- ✓ Placed in Facility Planning, with a Program Of Requirements (POR) document;
- ✓ CE's recommendation and Council's approval to become a CIP project, utilizing a Project Description Form;
- ✓ Site Selection Process
- ✓ Property Acquisition (could be before the CIP process or after);
- ✓ Request for Proposals (RFP) to contract with an architect or engineering firm for design;
- ✓ Design work:
 - Schematic Design;
 - Public Presentation (not a hearing);
 - Design Development;
 - Public Presentation (not a hearing);
 - Mandatory Referral to the Planning Board;
 - Construction Documents rendered;
- ✓ Permit and bid process;
- ✓ Begin construction

The Program of Requirements (POR) document explains everything about the new facility. It is a planning stage document. For example, with a proposed library the POR explains the expected hours of operation, number of staff, all spaces required with their functions, size, and a much more information. The user agency, OMB, DPWT, Regional Service Center directors, and the CAO sign the POR. This document is then given to the project's architects to use as the basis for the building's initial design.

STEPS IN PURCHASING BUSES

- ✓ Placed in County Executive's proposed Operating Budget;
- ✓ Council approves the Operating Budget;
- ✓ DPWT purchases vehicles;



Valley Park Drive
extended, opened
in 2006

General OMB Guidance for Capital Projects

The following are aspects of a proposed project that the County's Office of Management and Budget would take into consideration when reviewing proposed projects prior to forwarding to the County Executive. DPWT must address these aspects of each project it submits to OMB. As you send us your suggestions (remember the Tip above—before August 8 for CIP biennial years!) you do NOT have to address each of these project aspects; but the more information you can provide us from your perspective, the better the project's chances. No one may be as aware of certain project aspects as the residents most closely affected by the need. (*Source: OMB How To Manual, 2003, p17*)

Project Description

An adequate project description should be a summation of the scope of work. The following should be included:

- ✓ description of physical structure;
- ✓ improvements proposed in terms of facilities and program activities to be offered;
- ✓ size in terms of length, miles, feet, or square footage; and
- ✓ site location and total acreage, if known.

Service Area

Service area is a distinct area with politically recognized boundaries or a population to be served. Some examples of a service area include: communities, policy areas (consistent with the Annual Growth Policy), development or revitalization areas, special taxing districts, countywide (i.e., jail or level of effort projects), or age groups.

Capacity

Capacity is a quantifiable measure of service to be delivered. Some examples include: number of students, number of parking spaces, number of vehicles, or average daily traffic.

Justification

Justification defines and supports the identified needs which the project addresses.

Plans and Studies

Plans and studies include: special studies, master plans, internal department analyses, surveys, working group reports, program of requirements, and facility planning. Any document cited should be a public document (e.g., not claimed to be confidential).



Bikeway bridge over Interstate I-270
completed in 2004

Pedestrian Safety Impacts

There is a new Pedestrian Safety Impact Analysis requirement for all new and existing applicable capital projects related to pedestrian infrastructure (OMB How To Manual, 2004, p6):

1. **Connectivity:**
Identify any destinations within approximately two miles such as schools, parks, commercial/retail, employment centers and/or public facilities that this project may provide access to. Identify any other important destination that may pertain to the project.
2. **Master Plan Issues:**
Identify the master plan, page number and recommendations for sidewalks, bikeways or other related issues such as streetscape requirements that impact the project. Include recommended road right-of-way, number of lanes, etc.
3. **Existing conditions:**
Analyze existing crosswalks, sidewalks; curb ramps, street lighting, pedestrian signals and bus stops (and any others). Identify missing items and deficiencies such as poles or other obstructions in the sidewalk space, trees blocking illumination, and need for streetlights. Check for pedestrian/bike accident histories. Determine if bus stops will be properly located after the project is completed (contact Transit Division Planner for assistance). Identify any other deficiency/problem.
4. **Recommended Improvements:**
Identify pedestrian improvements that are part of a project. The improvements should enhance/improve existing condition or provide reasonable pedestrian safety in the area surrounding the project?
5. **Additional Cost /Impact/Issues:**
Identify any extraordinary costs or impacts to the project created by the provision of pedestrian, bicycle or ADA accessibility (if any). Discuss how the projects will either retain the existing safety level or to what extent we expect safety to improve and why?

Tip! for any project

Operating Budget Impact

- ✓ When the County Executive and County Council evaluate a capital project, they need to consider the impact on future operating budgets. Any information you can provide in this regard will assist decision makers in weighing the relative merits of a particular project. (OMB How To Manual)

Capital Projects by Region

Each year as DPWT staff prepare for their spring briefings to each of the citizen advisory boards on the CIP program, usually held in June after Council has made its final decisions. Staff prepare a list of projects that have been submitted by the County Executive to Council. These lists are grouped by Regional Service Center area. Contact Tom Pogue, DPWT Community Relations Manager, for a copy. See the Contacts section for addresses.



Transportation Project Life Cycle

MASTER PLAN APPROVAL AND ADOPTION BY THE COUNTY COUNCIL

In Montgomery County master plans document a comprehensive view of land-use trends and future improvements to housing, transportation, storm water management, historic preservation, and pedestrian and trail systems, and environmental factors like air, water and noise pollution, and preservation of agricultural lands. Area Master Plans outline recommended land uses, zoning, transportation facilities, and recommended general locations for such public facilities as schools, parks, libraries, and fire and police stations.

All master plans are prepared by the Planning Board in cooperation with appropriate agencies and in consultation with the County Executive and citizens; approved, after a public hearing, by the County Council; and adopted by the Maryland-National Capital Park and Planning Commission.

Department of Public Works and Transportation refers to area Master Plans and their recommendations when beginning the Facility Planning process for transportation projects. Transportation projects can include improvements to roads, transit, bridges, sidewalks and bikeway facilities.

OFFICE OF DIRECTOR, DPWT

The Deputy Director for Transportation Policy and his staff determine the project selection for the Transportation Facility Planning program each budget cycle. They add projects based on their ability to advance Smart Growth, increase the staging ceiling, provide congestion relief, connectivity and to enhance the safe and efficient accommodation of pedestrians. They take into consideration the recommendations of the Planning Board and the Citizen's Advisory Board.

DIVISION OF CAPITAL DEVELOPMENT

Projects approved by the DPWT Director's office are added to the Facility Planning Capital Improvements Program (CIP). Projects are assigned to Division of Capital Development's planning and engineering staff.

TRANSPORTATION FACILITY PLANNING PROGRAM

The purpose of Facility Planning is to provide a reliable project cost estimate that allows elected officials to determine whether or not to fund the design and construction of the project. Facility Planning can be characterized by two distinct phases, Phase I and Phase II. Phase I involves collecting background data, public outreach, identifying the purpose and need of the project and recommending an alignment. Phase II involves developing preliminary engineering plans, schedule and cost estimates. The length of each phase depends on the type of facility, length and complexity of the project.



Facility Planning, Phase I consist of the following tasks:

- ✓ Collect Background Data
- ✓ Forecast Travel Demand
- ✓ Public Outreach/Input
- ✓ Develop the project's Purpose & Need
- ✓ Develop Conceptual Alignments & Typical Sections
- ✓ Assess Preliminary Impacts
- ✓ Select a Preferred Alignment
- ✓ Complete Project Prospectus
- ✓ Brief the Maryland-National Capital Park and Planning Commission (M-NCPPC) Planning Board
- ✓ Obtain approval to advance to Phase II Facility Planning from the Montgomery County Council's Transportation and Environment Committee
- ✓ Obtain approval from the Director of DPWT

Facility Planning, Phase II consists of the following services

- ✓ On Going Public Input, particularly with abutting property owners
- ✓ Perform surveys
- ✓ Establish Horizontal/Vertical Alignments and Typical Sections
- ✓ Prepare Concept Plan
- ✓ Perform Preliminary Design
- ✓ Determine right-of-way (ROW) Fee, Take and Easements
- ✓ Secure Agency Approvals
- ✓ Perform Noise Abatement Study, if necessary
- ✓ Establish Construction Sequence
- ✓ Develop Detailed Scope, Schedule, & Cost Estimate
- ✓ Request M-NCPPC Planning Board Approval (Mandatory Referral)
- ✓ Schedule Public Meeting
- ✓ Request funding for design/construction from Montgomery County Council

Transportation Facility Planning is now complete.

PROJECT FUNDING/FINAL DESIGN/CONSTRUCTION

Once a project has completed Facility Planning and obtains approval for funding to advance to 100% design and construction the following services occur:

- ✓ A Project Description Form (PDF) is submitted as part of the Capital Improvements Program (CIP)
- ✓ Project receives it's own CIP number
- ✓ Perform Final Design
- ✓ Complete ROW Plats
- ✓ Secure Permits from regulatory agencies
- ✓ Advertise for Bids
- ✓ Award contract
- ✓ Begin Construction
- ✓ End Construction



Sidewalk buildout
at Woodmont and Bethesda Avenues,
completed in 2006

Facility Planning, Phase I

BACKGROUND DATA COLLECTION & PUBLIC INPUT

Once a project study is underway, the first activity is Background Data Collection. The goal is to determine the existing conditions and proposed future developments expected in the Study Area. The data collected will form the background and basis for the project assumptions including:

- ✓ project Study Area (project limits and areas immediately adjacent to or directly influenced by the project)
- ✓ planimetric data (topography; location of rivers/streams/wetlands; buildings; roads and misc. transportation features)
- ✓ property boundaries
- ✓ Master Plan/zoning information
- ✓ traffic counts (intersection turning volumes; average daily traffic volumes)
- ✓ ridership forecasts; existing and proposed transit service
- ✓ other transportation projects or planning efforts in the Study Area
- ✓ environmental features (wetlands; specimen trees; parks, historic sites; etc.)
- ✓ noise sensitive locations (schools; parks; churches; etc.)
- ✓ flood plain areas
- ✓ accident data (for road projects)
- ✓ existing road geometry (curves, hills, pavement widths)
- ✓ existing traffic controls (traffic signals; stop signs; turning restrictions; weight limitations; etc.)

Public input is an important part of the facility planning process. Usually one or more public briefings are held to inform the public of the project under study and to describe the project's scope or specifics (i.e. build a new facility: road, transit project or sidewalk; widen a road; etc.). Throughout the project study the public is encouraged to provide input to the Project Manager via Public Comment Forms, e-mail, phone and by direct contact.

TRAVEL DEMAND FORECASTING

Average daily traffic volumes, peak period traffic volumes, and turning movements are developed for various years as follows:

- a. Current Year forms the base line from which to understand existing conditions;
- b. Projected "Open to Traffic" Year approximately ten years from start of project study, and approximately twenty years from start of project study.

Beginning with a base of existing traffic, future travel demand takes into account future development, the fixture road network, and annual traffic growth.



PURPOSE AND NEED

The Purpose and Need is developed to identify and describe the transportation problem(s) that the project is intended to resolve; it must demonstrate that a need exists. Some typical needs to support a project include:

- ✓ Lack of roadway capacity for the volume of traffic (existing and/or future years);
- ✓ The demand for specific transportation services (existing and/or future years);
- ✓ Social demands or economic development needs;
- ✓ Establish interrelationship between transportation modes, such as roads, pedestrian and transit facilities;
- ✓ Existing or potential safety hazards or problems;
- ✓ Enhance pedestrian and cyclist facilities

CONCEPTUAL ALIGNMENTS AND TYPICAL SECTIONS

Conceptual horizontal and vertical alignments and typical sections are developed to best satisfy the purpose and need. Several concepts are developed and Preferred Alignment is selected by the technical team which best balances meeting the identified needs, while minimizing the impacts. Conceptual designs determine the project's impacts. Typically, several alternatives are developed including:

- ✓ No-Build Concept whereby no improvements are proposed;
- ✓ Master Plan Concept which encompasses all recommendations as set forth in the area Master Plan for the study area;
- ✓ Upgrade and rehabilitation of the existing transportation facility
- ✓ Modified Concepts have alignment variations which aim to minimize adverse impacts

PRELIMINARY IMPACTS

The preliminary impacts of the project are determined from the concept plans. Impacts investigated include: future traffic operations; environmental, community; noise, historical compatibility; compliance with Americans with Disabilities Act requirements, and conformance to Clean Air Act requirements.

PROJECT PROSPECTUS

Once the work and analysis for the project study is completed, a Project Prospectus is created which details all of the activities listed above. The Project Prospectus documents the findings of the Project Study and may include a summary of written public comments. When complete, it is distributed to the agencies for final review and concurrence with its findings. The findings in the Project Prospectus will include a recommendation on whether to continue with the development of the project.

PUBLIC PARTICIPATION

Public input is the key to an effective planning process for it allows decision makers, elected officials and technical staff to understand the concerns of the community. Department of Public Works and Transportation always encourages the public to take an active role



with projects and communicate concerns to the Project Manager. The extent of public outreach varies for each project. It is dependent upon the anticipated extensiveness of the study corridor, and the potential effects an alternative may have upon the region or neighborhoods.

During the life of a project, public outreach generally includes:

- ✓ Project Newsletter mailings
- ✓ Invitation to public meetings/hearings
- ✓ Access to the Division of Capital Development's homepage for project updates at: <http://www.montgomerycountymd.gov/content/dpwt/capital/dcd/index.asp?pageid=3>
- ✓ Completing the Public Comments Form available through newsletters
- ✓ Directly contacting the Project Manager via e-mail, fax and phone.

All of the above forum allows the public to gain more information on the project as well as provide an opportunity to share their concerns. Once public comments are received, comments become part of public files and comments may be included and/or summarized in the Project Prospectus. Due to the high volume of comments we receive, DPWT regrets that responses will not be provided to all comments.

BRIEF PLANNING BOARD/MONTGOMERY COUNTY COUNCIL

The project is presented to both the Maryland-National Capital Park and Planning Commission (M-NCPPC) Planning Board as well as the Montgomery County Council's T&E Committee.

DIRECTOR OF DPWT APPROVAL

The Director of the Department of Public Works & Transportation makes a final review of the Project Prospectus and community comment/input. The director has the authority to accept or reject the findings of the Project Prospectus. If the Project Prospectus recommends to proceed with development of the project and the Director concurs, the project will then move to Phase II of Transportation Facility Planning and Phase I is complete.

Facility Planning, Phase II

ON GOING PUBLIC INPUT

Public comment is encouraged during the Phase II of Transportation Facility Planning. Depending on the scale of the project, one or more public briefings may be held to provide an update on the project's status. DPWT will receive public questions and comments at anytime during Phase II of Facility Planning.

PRELIMINARY ENGINEERING

Phase II of Transportation Facility Planning begins the preliminary engineering design work for the project. It's at this stage where construction cost estimates are developed. Major tasks include:



- ✓ Performing PHYSICAL INVESTIGATION on site to develop detailed plans of the existing conditions. This includes detailed planimetric surveys of the project area/corridor.
- ✓ Developing the HORIZONTAL (curves) and VERTICAL (grades) ALIGNMENTS
- ✓ Determine the specific types of SOILS on site, and develop preliminary design for controlling stormwater runoff including STORM DRAINS, determining the HYDRAULIC and STRUCTURAL characteristics of the project's design, and developing a SEDIMENT CONTROL plan for use during the project's construction to control soil erosion and runoff.
- ✓ Determine the amount of RIGHT OF WAY or land necessary to construct the project.
- ✓ Determine the INTERSECTION GEOMETRICS for intersections with other County roads along the length of the project. This would include determining the number of approach and receiving lanes, cross walks, exclusive left or right turn lanes, etc.
- ✓ Develop FINAL CONCEPTS for the design of the project at a more detailed scale than what was produced during Phase I of the Transportation Facility Planning Study.
- ✓ Determine if special structures are necessary to mitigate NOISE impacts along the length of the project (walls, berms, etc.).
- ✓ Determine ENVIRONMENTAL impacts and any necessary mitigation measures necessary to comply with wetlands, forest conservation, and/or other regulations.
- ✓ Develop a CONSTRUCTION SEQUENCE for phasing the different elements of the construction activities. This would include interim traffic control plan, phasing of removal of existing paving/demolition, phasing of construction activities, etc.
- ✓ Construction cost estimates are developed during the QUANTITY TAKEOFF phase. This is where elements of the construction process are itemized such as X tons of asphalt at \$X.xx/ton; X feet of road striping at \$X.xx/foot; or X street trees at \$X.xx/tree, etc.



Montrose Parkway West
under construction in 2006

DEVELOP DETAILED SCOPE, SCHEDULE, AND COST ESTIMATE

A detailed plan identifying the specific elements of the project's design and specific tasks to be performed during construction will be developed. It will also have an accurate schedule for performing the final design of the project and the length of time to construct the project. Most importantly, a reliable cost estimate will be developed for the project.

After the preliminary engineering has reached the appropriate level of completion (generally 35% of final design), including accurate project schedules and cost estimates, then the Transportation Facility Planning Process for the project is complete. At this stage the project, if recommended to proceed at the end of Phase II, will now become a "stand alone" project. This means that there will now be a specific line item in the Department of Public Works & Transportation's next fiscal year total budget request. A Project Description Form (PDF) for the project is submitted with the rest of the Department of Public Works & Transportation budget request.

PROJECT FUNDING, FINAL DESIGN AND CONSTRUCTION DETAILS

PDF (Project Description Form) submitted in CIP
(Capital Improvements Program)

Every fiscal year the Department of Public Works & Transportation (DPWT) submits a capital budget request to cover current approved capital projects (design & construction) and new capital project expenses. After a project has successfully made it through the Transportation Facility Planning Process it is ready to be submitted as a “stand alone” capital improvement project.

In Montgomery County the fiscal year begins on July 1st. The budget process for the coming fiscal year begins roughly one year in advance, i.e. for FY 08 (7/1/07 through 6/31/08) the process starts in late spring of 2007. The public comment period also begins in late spring with Public Forums held at the Regional Services Centers located throughout the County. Any stand alone project, as part of the DPWT budget request, passes through several layers of evaluation external to DPWT including the Office of Budget and Management, the County Executive, and then the County Council.

DPWT submits PDF's for the upcoming fiscal year to the Office of Budget and Management (OMB) in September. The Division of Capital Development is responsible for assembling many of the PDFs for transportation capital improvements for the September submission. Work on the September PDF submissions, including preliminary OMB review, starts in late spring.

The DPWT Budget request is reviewed by the Office of Budget and Management (OMB) as part of the entire Executive Branch's budget requests. OMB then forwards its recommendations for the budget to the County Executive. The County Executive evaluates OMB's recommendations for the CIP (Capital Improvements Program). During this time there is the opportunity for the public to provide comment on specific budget items to the County Executive. The County Executive then submits the coming Fiscal Year's request for the entire Executive Branch (including DPWT) to the County Council for funding on January 15th, as mandated by the County Charter.

County Council has the final approval of the composition and size of the coming Fiscal Year's budget for Montgomery County. The County Council conducts public hearings on the coming year's budget as part of Montgomery County's budget process. If a “stand alone” project submitted by the DPWT is recommended by the County Executive and then approved by the County Council as part of the next fiscal year's budget request, it is now funded for final design and construction.

You can contact your local library to see if they have a copy of the most recent Approved Capital Improvement Program (CIP). You can also search Montgomery County Government's web site for additional budget information.



FINAL DESIGN

When the project is funded in the Capital Improvements Program (CIP), the Division of Capital Development can then proceed with final design of the project. When final design is complete project plans are 100% complete and ready for construction. The length of time necessary to perform final design varies depending on the size and complexity of the project. Small projects may take one year or longer while larger projects may take several years to complete.

Also included in the Final Design stage is environmental agency review. The County must apply for and obtain permits before construction can begin. The permitting agencies include: Montgomery County Department of Environmental Protection, Maryland Department of Environment, US Environmental Protection Agency, and the US Army Corps of Engineers. These agencies have the authority to request changes in project design to avoid or mitigate environmental impacts or even deny permits based on environmental impacts. Acquiring the permit for a project can sometimes lengthen the time between project's inception to the start of construction.

As the design work is completed and the final alignments and profile of the project are known, all necessary Right of Way is acquired for the project. The pace of Right of Way acquisition can also affect the project's schedule. Generally construction cannot start until all Right of Way has been acquired unless the Division of Capital Development has been granted authority to condemn land for the project via Advanced Takings if directly authorized by the County Council.

CONSTRUCTION

When the plans for the project are completed, the project is ready to be bid out for construction. The Division of Engineering Services will procure a contractor to construct the project. When a contractor has been selected and the County and Contractor have agreed on the terms of the contract, Notice to Proceed is given and ground is broken on the project.

During the construction period the Division of Capital Development supervises and inspects the work of the contractor to ensure the project is being constructed to Montgomery County's standards for design and quality. After completion and final inspection, the project is opened to the public. The "life cycle" of a transportation project is complete.

PUBLIC PARTICIPATION PROCESS

The DPWT performs public outreach activities throughout the planning, design and construction of each project to share information, solicit ideas, and respond to issues and concerns. Public outreach activities include open public forums, public hearings, one on one contact, presentations to civic and/or business groups, newsletter mailings, comment cards, etc.



Improvements to Muncaster Road,
completed in 2006

WHO IS THE PUBLIC?

We consider the public to be clients and to be any person or group not a member of the project study team:

- ✓ property owners directly affected by the proposed project
- ✓ residential community
- ✓ business community
- ✓ transportation system users
- ✓ special interest groups (environmental, transit, bicyclists, etc.)

WHAT DOES THE STUDY TEAM BELIEVE ABOUT PUBLIC PARTICIPATION?

Public participation will be based on these beliefs:

- ✓ everyone who might be hurt or helped by the proposed project is included in the process
- ✓ everyone is entitled to the same information
- ✓ information is provided in ordinary language so that the tradeoffs, costs, and impacts are easy to understand
- ✓ assistance is given to any clients who need help to participate effectively

WHAT IS AN OPEN PUBLIC FORUM?

An Open Public Forum is a method for the Study Team to provide all of the members of the public with an opportunity to discuss the proposed project. Public forums can be held several times during the life of a project. Forums are held at a central location in the community from approximately 7:00 PM to 9:00 PM. Information is presented in handouts, walk through displays, videos, artist renderings and computer animations. Discussions can take place with Study Team members in a one on one situation on the display area and also in a group question and answer setting at the beginning or end of the forum.

HOW WILL THE STUDY TEAM USE INFORMATION GATHERED FROM THE PUBLIC?

The Study Team will consider all information submitted by the public in evaluating the purpose and local/regional needs for the proposed transportation facility, opportunities and constraints, project impacts and mitigations, and no build versus build, and various build alternatives.



Chapter

5

“Umbrella” Projects

“Umbrella” or Level of Effort projects, as they are formally designated, are project categories within the Capital Improvements Program budget or Operating budget that fund a series of smaller projects within a category of expenditure. They allow small scale projects to be undertaken after staff analysis by DPWT without requiring the full scale review that stand alone CIP projects are subject to. In so doing, limited cost investments in infrastructure improvements can be made in an expedited fashion.

Generally these projects are programmed at an amount which the County can afford rather than according to need. (*OMB How To Manual, p14.*)

Types of Umbrella Project Categories

The following chart lists the types of umbrella funding categories available, the specific project number within the Capital Improvement Program and a brief description of the types of projects funded.



Crosswalk paddle and other pedestrian improvements to Reedie Drive in Wheaton

Umbrella Projects

TYPE	CIP NUMBER	DESCRIPTION
ADA Compliance	509325	Planning, design, and reconstruction of existing infrastructure Countywide to enable obstruction-free access to public facilities, public transportation, CBDs, and transit sectors. Funds provide for curb ramps; for the removal of barriers to wheelchair users such as signs, poles, and fences; for intersection improvements, such as the reconstruction of median breaks and new curb ramps, crosswalks, and sidewalk connectors to bus stops.
Bikeway Program for individual projects costing less than \$300,000 each.	507596	Planning, design, and construction of bikeway and trail projects Countywide. This program will develop the bikeway network specified by master plans and will improve access to transit, major employment centers, recreational and educational facilities, and other major attractions. Bikeway types include separate paths, designated lanes, and signed routes along existing roads
Bus Stop Improvements	507658	Installation of capital amenities, for example sidewalk connections, lighting, at selected bus stops.
Bus Stop Improvements	507658	Installation of capital amenities, for example sidewalk connections, lighting, at selected bus stops.
Intersection and Spot Improvements	507017	Planning and reconstruction of various existing intersections County-wide. The program also provides funds for construction of projects as safety or capacity needs develop and as intersections associated with Local Area Transportation Review improvements are approved under the “Pay and Go” legislation. One aspect of this program will focus on improving pedestrian walkability by creating a safe walking environment and ensuring ADA compliance.
Neighborhood Traffic Calming	509523	Planning, design, and construction of physical traffic control features in residential neighborhoods Countywide. Features such as traffic circles and islands, curb extensions, and speed humps are used to improve the safety and livability of neighborhoods. One aspect of this program will focus on improving pedestrian walkability by creating a safe walking environment and ensuring ADA compliance.

Park & Ride Lot Renovations	500534	New for 05 will be funding for the renovation of two Park & Ride facilities and an assessment of all 14 of the County-operated facilities. This evaluation will provide the scope for restoring or upgrading the remaining lots, including ensuring ADA compliance.
Pedestrian Safety Program	500333	Construction of physical structures and installation of traffic control devices that improve the safety and walking environment of pedestrians in the County. These include new crosswalks, pedestrian refuge islands, sidewalks, bus pull-off areas, fencing to channel pedestrians to safer crossing locations, relocating, adding or eliminating bus stops, inlaid or overhead pedestrian signals or warning beacons, and improved signage. One aspect of this program will focus on improving pedestrian walkability by creating a safe walking environment and ensuring ADA compliance.
Resurfacing: Primary/ Arterial Roads	508527	The County has approximately 911 miles of main streets. This project provides for the milling, repair and bituminous concrete resurfacing of some of those main streets and revitalization of others. This project is the cornerstone of the Main Street Montgomery Program. Main Street Montgomery provides for a systematic, full-service, and coordinated revitalization of some of the County's main streets (approximately 20 lane miles per year) to enhance safety and ease of use for all users. A portion of the work will be performed by the County's in-house paving crew.
Resurfacing: Rural/ Residential Roads	500511	This project provides for the permanent patching (bituminous concrete asphalt) of rural (as defined by the Proposal for a Rural/Rustic Roads Program, March 1990) and residential roadways to ensure long term structural integrity of the road base. The County maintains 263 lane miles of rural roads and 2,800 lane miles of residential roads (with additional miles of roads being accepted into the maintenance system each year). Currently (FY04) DPWT estimates that upward to 1,000 lane miles of rural and residential roads require permanent patching due to deferred maintenance. The County spends approximately \$8,000 per lane mile on this type of patching, 4-5 times more than cyclic, proactive permanent patching. This work must be completed in advance of any surface treatment.

Sidewalk Program for individual projects costing less than \$200,000 each.	506747	New construction, as opposed to refurbishment of an existing sidewalk. Planning, design, and construction of sidewalks and buspads on County roads and some State-maintained roads under the MSHA retrofit sidewalk program. One aspect of this program will focus on improving pedestrian walkability by creating a safe walking environment and ensuring ADA compliance.
Streetlighting	507055	Installation and upgrading of street lighting in the public right-of-way, residential fill-in, high-crime areas, high accident locations, and streetlight knockdown replacement. One aspect of this program will focus on improving pedestrian walkability by creating a safe walking environment and ensuring ADA compliance.
Storm Drain General for individual projects costing less than \$500,000 each.	500320	Construction of minor storm drain projects developed out of the facility planning CIP program. Individual projects range from retrofitting existing storm drain systems to developing new storm drain systems required to upgrade existing systems in older neighborhoods. Project selection based on series of criteria including public safety, damage to private property, frequency of event, damage to public right-of-way, environmental factors such as erosion, general public benefit, availability of right-of-way and 5:1 benefit (damage prevented) cost ratio. Projects costing more than \$500,000 must compete for inclusion in the CIP as a stand alone project.
Transportation Improvements for Schools	509036	Transportation improvements necessary for safe pedestrian and vehicular circulation to schools, as identified in the MCPS capital program. Examples include intersection modifications, sidewalks, traffic signals, and streetlights. One aspect of this program will focus on improving pedestrian walkability by creating a safe walking environment and ensuring ADA compliance.

Chapter

6

Operating Projects

The Operating Budget reflects the judgment of the County Executive and the County Council on how best to provide a level of services commensurate with the expectations of Montgomery County residents at affordable and fair levels of taxation.

Beverley Swaim-Staley, Director, OMB, July 1, 2003

The total Operating Budget for FY04 from all sources of funds is \$3,081,000,000. The largest portion of the budget is for educational programs. In 04, public safety and criminal justice, transit, and arts programs were funded for important improvements. This budget was funded in part on several revenue increases including the income tax, the telephone tax, and the energy tax. This budget, along with the capital budget, hold the County's long-term commitments for debt service to conservative policy levels and preserves the County's "rainy day" fund. (Source: Approved FY04 Operating and Capital Budgets, July 2003, Volume 1.)

DPWT's mission is to deliver excellent customer focused services to meet Montgomery County's needs.

Its vision is to aspire to be a team founded on the belief that success is the result of a dedicated pursuit of excellence and customer satisfaction.



Shelter with pedestrian crossing

DPWT'S Organization

DPWT is organized into five functional divisions. Within these divisions are sections that specialize in selected areas within the division's responsibility.

DIVISION OF CAPITAL DEVELOPMENT

- ✓ Transportation Planning/Design
- ✓ Building Design
- ✓ Transportation Construction
- ✓ Building Construction
- ✓ Property Acquisition

DIVISION OF FLEET MANAGEMENT SERVICES

- ✓ Transit Operations
- ✓ Heavy/Light Operations
- ✓ Operational Support
- ✓ Administrative Services

DIVISION OF OPERATIONS

- ✓ Highway Maintenance
- ✓ Traffic Engineering & Operations
- ✓ Parking Operations
- ✓ Facilities Maintenance & Operations
- ✓ Engineering & Management Services
- ✓ Support Services

DIVISION OF SOLID WASTE SERVICES

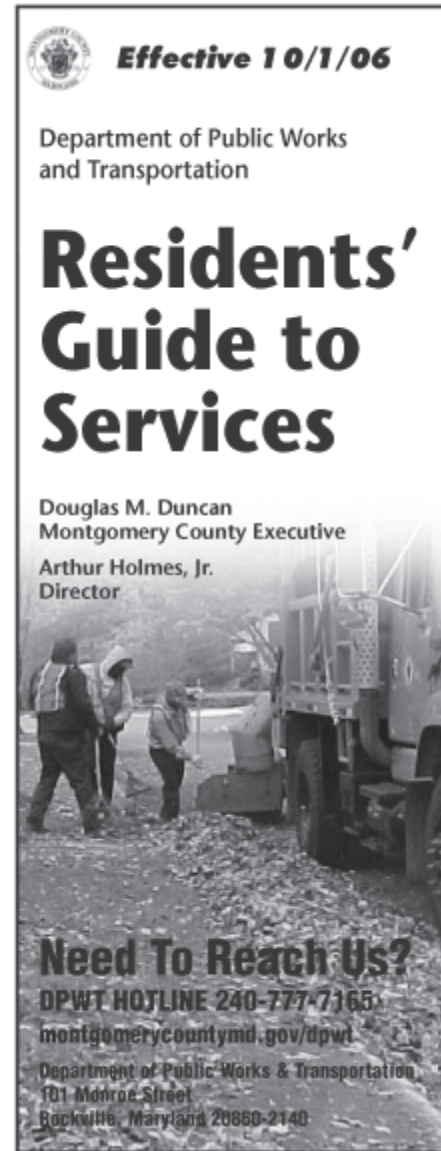
- ✓ Recycling
- ✓ Central Operations
- ✓ Collections
- ✓ Northern Operations & Strategic Planning

DIVISION OF TRANSIT SERVICES

- ✓ Management Services
- ✓ Customer & Operations Support
- ✓ Operations
- ✓ Commuter Services

Services

DPWT provides more than 85 different services to the residents of the County. These services are largely funded from the department's operating budget. A complete listing of these services and staff contact numbers is available in the Resident's Guide to Services brochure and on our web site. For a free copy of the brochure, contact the department's Community Outreach office at either 240.777.7155 or at dpwt.outreach@montgomerycountymd.gov. The department's website is at www.montgomerycountymd.gov/dpwt. Click on the button "About DPWT."



Renew Montgomery Program

Renew Montgomery is a comprehensive program to coordinate DPWT services. The program seeks to improve the infrastructure of older neighborhoods, assuring safe and attractive vehicular and pedestrian access to business districts, public facilities, and recreational opportunities. Funding for Renew Montgomery may come from either Operating or Capital budgets. The program has the following goals:

- ✓ Provide comprehensive, coordinated DPWT services within target neighborhoods
- ✓ Enhance neighborhood environments

Renew Montgomery services include:

- ✓ Repair or replace sidewalks, curbs and gutters
- ✓ Pave neighborhood streets
- ✓ Implement traffic calming measures
- ✓ Install/improve street lighting
- ✓ Ensure efficient solid waste services
- ✓ Trim tree limbs and foliage

For more information on the Renew Montgomery program, visit www.montgomerycountymd.gov/dpwt or call 240.777.7155 or write dpwt.outreach@montgomerycountymd.gov.



Chapter

7

Contacts

This section provides contact names to assist you in communicating with the County.

Elected Officials

Final decisions on what is included in either the Capital or Operating budgets rest with the County's elected officials.

Isiah Leggett, County Executive

Executive Office Building
101 Monroe Street, 2nd Floor
Rockville, Maryland 20850
isiah.leggett@montgomerycountymd.gov

Marilyn Praisner, Council President

Council Office Building
100 Maryland Avenue
Rockville, Maryland 20850
county.council@montgomerycountymd.gov

Appointed Official

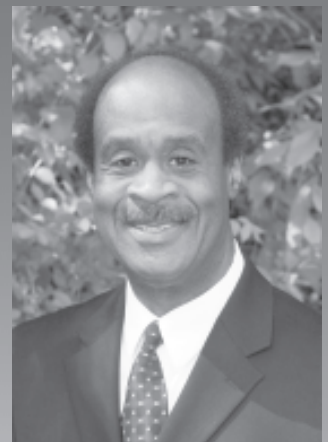
Arthur Holmes, Jr., Director, DPWT

Executive Office Building
101 Monroe Street, 10th Floor
Rockville, Maryland 20850
director.dpwt@montgomerycountymd.gov

Staff Contact

Thomas D. Pogue, Community Relations Manager

Executive Office Building
101 Monroe Street, 10th Floor
Rockville, Maryland 20850
tom.pogue@montgomerycountymd.gov
240-777-7171



“Traffic gridlock is the number one concern of many of our residents and businesses. It is a threat to the economic competitiveness of our businesses. It robs families of essential time together and pollutes the air we breathe. We are committed to immediate action on a wide range of useful and practical actions that can reduce gridlock now. These solutions will require great creativity, regional collaboration, and the shared actions of residents, governments, and businesses.”

Isiah Leggett
County Executive

Capital Project Contacts

NEW ROADS

Construction of new roads follows Master Plan guidance. For information about Master Plan aspects, contact the Maryland-National Capital Park and Planning Commission at 301.495.4600 or www.mc-mncppc.org.

- ✓ For information on projects in the Facility Planning stage, contact **Sogand Seirafi**, Chief of the Planning Section within the DIVISION OF CAPITAL DEVELOPMENT at 240-777-7223 or dcd.planning@montgomerycountymd.gov.
- ✓ For information on projects in the Design stage, contact **Hamid Omidvar**, Chief of the Design Section within the DIVISION OF CAPITAL DEVELOPMENT at 240-777-7221 or dcd.design@montgomerycountymd.gov.
- ✓ For information on projects in the Construction stage, contact **Tim Cupples**, Chief of the Transportation Construction Section within the DIVISION OF CAPITAL DEVELOPMENT at 240-777-7210 or dcd.construction@montgomerycountymd.gov.

NEW SIDEWALKS

Rick Earp, *Sidewalk Program Coordinator*
DIVISION OF CAPITAL DEVELOPMENT
240.777.7270 or dcd.planning@montgomerycountymd.gov.

NEW BIKE TRAILS

Gail Tait-Nouri, *Bikeway Program Coordinator*
DIVISION OF CAPITAL DEVELOPMENT
240.777.7221 or dcd.planning@montgomerycountymd.gov.

NEW BRIDGES

Rod Brown, *Senior Engineer for Bridge Unit*
DIVISION OF CAPITAL DEVELOPMENT
240.777.7281 or dcd.planning@montgomerycountymd.gov.

NEW PARKING FACILITIES

Bruce Meier, *Management Services Supervisor*
DIRECTOR'S OFFICE
240.777.7195 or parking@montgomerycountymd.gov.

BUS PURCHASES

Howard Benn, *Section Chief*
Customer and Operations Support
DIVISION OF TRANSIT SERVICES
240.777.5820 or transit.dpwt@montgomerycountymd.gov.

Operating Program Contacts

Contacts for the more than 85 services offered by DPWT change from time to time. The most up-to-date information is listed in DPWT's Resident's Guide to Services brochure. For a free copy of the brochure, contact the department's Community Outreach office at either 240.777.7155 or at dpwt.outreach@montgomerycountymd.gov.

Another important source for contact information is DPWT's web page. Visit www.montgomerycountymd.gov/dpwt and select "Contacting DPWT."



Notes

